

ADMINISTRATIVE - INTERNAL USE ONLY

DDI-3671-74

17 December 1974

MEMORANDUM FOR: Deputy Director for Operations  
FROM : Deputy Director for Intelligence  
SUBJECT : DDI-DDO Personnel Exchange Program

1. For almost two years, members of our staffs have been trying to work out a DDI-DDO personnel exchange program, whereby DDI analysts and DDO reports officers would be given rotational assignments. To date only [redacted] DDO [redacted] positions--both in South Vietnam-- have been offered to be filled by DDI officers. I understand that none of the other area divisions feels able to earmark similar positions.

2. I appreciate the constraints that put very severe limits on the number of DDO positions that could be identified for DDI candidates. Nor have I had any illusions that this exchange program would be the panacea that would--or should--bring about the much-heralded "one Agency." Nevertheless, the idea of an exchange program was given enough currency--including statements by the Director--to arouse expectations on the part of people in both our Directorates. Clearly, ending up with only [redacted] positions to be filled by people from this Directorate can only undermine confidence in our ability to implement decisions. I believe the time has come to decide whether we really implement a program of this kind or announce that we have abandoned it.

3. I for one believe that we should make one more try at salvaging the program because it could be beneficial to the

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Agency. Accordingly, I propose that in addition to the [ ] Vietnam positions, you have each of your area divisions identify [ ] position to be filled by a qualified and acceptable DDI officer. We have already identified a sufficient number of analyst positions to accommodate this number of rotational assignments for DDO officers. If you agree, I would regard and announce this as a pilot program which would be closely monitored in each Directorate from the point of view of its usefulness as a means of personnel development and furtherance of the Agency's mission. On the basis of this pilot program, we can decide later whether it should be expanded or terminated.

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EDWARD W. PROCTOR  
Deputy Director for Intelligence

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